(U) Dynamic Methods of Interaction with New and Existing Customers

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(S//SI) Nothing has changed the face of our nation like the terrorist attacks of 11 September 2001. Those attacks, the war in Iraq, and the crisis in North Korea have also changed the faces and the needs of most of our customers and partners. World events created new customers and changed the roles of others in ways that we could not have imagined. Yet, the Signals Intelligence Directorate (SID) already had the framework in place in the Customer Relationships Directorate (CRD) to absorb and respond to this tidal wave of change.

(S//SI) In the Customer Gateway, NSA's External Representatives who are integrated at customer agencies joined hands with Senior Executive Account Managers (SEAMs), Account Managers (AMs), National Cryptologic Representatives (NCRs), SIGINT National Intelligence Officers (SINIOs), and Product Line Leaders to produce new profiles of our customers' needs. Those profiles, captured in Customer Support Plans , provide a detailed blueprint for what intelligence each customer needs as well as the preferred method of dissemination.

(S//SI) Customers such as the Department of Interior and the Department of Agriculture, whom we considered to be in a "caretaker" status before 11 September, suddenly became voracious consumers of SIGINT. The NSA Representative, who had been servicing these accounts with a weekly visit to analysts at those locations, suddenly received the access to brief the Secretaries of Agriculture and Interior multiple times weekly. Similarly, completely new customers appeared - U.S. Northern Command (NORTHCOM) , the Federal Reserve, and the Missile Defense Agency. Other new customers, such as the Department of Homeland Security, created a ripple effect on demand for SID products and services among existing customers absorbed into that organization such as U.S. Customs, the Immigration and Naturalization Service (INS), and the U.S. Secret Service. Existing customers, such as U.S. Strategic Command (STRATCOM), also absorbed other organizations and missions (U.S. Space Command/SPACECOM), underlining our need to be flexible in responding to customer needs.

(S//SI) The increasingly critical role of intelligence in supporting the Law Enforcement Community has prompted both the Federal Bureau of Investigation and the Bureau of Alcohol, Tobacco, and Firearms to create Intelligence Directorates that will dramatically alter interactions with the Intelligence Community, particularly when the Terrorist Threat Integration Center reaches full operational capability.

(S//SI) Our customers have challenged us to change with them, anticipate their needs, and collaborate with them on the way ahead. In that spirit, Customer Response has several new and dynamic dissemination products coming to "market" that include:

- **SECRET Over-the Internet** --Particularly attractive to Law Enforcement--a cross-organizational effort to provide SECRET-level data to an unclassified workstation, in a non-SCIF (sensitive compartmented information facility) area, over the commercial Internet. The destination workstation would remain unclassified.

- **Wireless Dissemination** - Cell phones, pagers and personal digital assistants are increasingly becoming the tools of choice for information exchange for our Customers. S12 Products and Services Futures continues the initiative to disseminate Secret-level information to this set of wireless devices.

- **SIGINT on DEMAND (SOD)** - SOD is a web-based tool that allows customers access to intelligence "snippets" prior to the release of a full report. SOD allows customers to view these snippets directly from their workstations via direct e-mail, or through Intelink. Although still in development, many NSA customers access information via SOD everyday.

- **E Notebook** - Printed and manual distribution of NSA product remains the primary dissemination vehicle for some customers. For example, the product pull, sort, collate and manual delivery at the Pentagon involves up to eight employees and reams of paper. Customer Response has developed the technology to store the serialized product retrieved from ANCHORY on a compact flash card. The compact flash card can be read and displayed (after user authentication) on an "E-notebook" or "Tablet PC." The E-notebook can remain in customer offices, and product delivery is accomplished via the compact flash card (vice a large stack of paper.)

(S//SI) The challenges facing SID in responding to change of this magnitude will only increase. Managing customer relationships successfully now requires an underlying structure that builds confidence with the customer and within the workforce that issues will be worked to resolution. That structure will be described in the conclusion of our series.

(U//FOUO) We hope you continue to read the articles in this series and, again, urge you to contact ███████████ Customer Gateway Chief of Staff, S11, ██████████, ████████@nsa, with any comments or suggestions.